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## ABSTRACT

The economic and cultural impact of the State University of New York (SUNY) at Oswego on the local economy is reviewed. The following areas are covered: the community in historical perspective (1861-1970); the college in historical perspective (1861-1970); changes in the size, nature, and structure of the community, 1950-70; and growth of the college as a unit of SUNY and the economic and cultural impact on years; capital construction expenditures within time intervals; operating budget for selected years; student expenditures for selected years; expenditures for FSA, salaries, supplies, and expenses; funds received from the research foundation of SUNY for selected years; student financial aid information; population of the city of Oswego for selected years; employment in Oswego County for selected years compared to college employment; and changes in degrees granted, 1968-70. (SW)

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State University of New York

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The Cultural-Economic Impact of  
The State University College at Oswego

Herbert Garber, Director  
Office of Institutional Research

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## Introduction

This study was requested by the former Chancellor of the State University, Samuel B. Gould. The same request went out to a total of 68 units of the University located in various locations throughout New York State.

Dr. Sanford D. Gordon, chairman of the economics department at State University College at Oneonta who directed the total study and is completing the state-wide report, points out that while it is the belief of those concerned with executing the study that the University "has a very positive effect on local communities and on our entire state; it is important that the people of New York State - the source of our support - know the story."

Acknowledgment of assistance to many people both on this campus and in Oswego are due. Without their help the study could not have been done.

Some of those, off-campus, who were particularly helpful were:

Mr. Edwin Allen, mayor's assistant, Oswego  
Mr. Ray Fleming, office manager, N.Y.S. Employment Service,  
Oswego  
Mr. Robert Murchie, executive manager, Oswego Chamber of  
Commerce

Faculty and staff, and executives on the College campus who gave freely of their time together with their associates, who are too numerous to mention but whose work is deeply appreciated, were:

Mr. John Agett, Financial Aids  
Dr. Maurice Boyd, Chairman, Department of Music  
Mr. William Bremer, Purchasing Office  
Miss Mary Brown, Secretary to the President  
Dr. Donald Buck, Director of Records  
Mr. Charles Coward, Facilities Coordinator  
Mr. John Daken, Alumni Affairs  
Mr. Richard Darling, Business Office  
Mrs. Dorothy Eichelberger, Accounts Payable  
Mr. Louis Herborg, Community Relations  
Mrs. Helen Hicks, Research Information  
Prof. John Kingston, Speech and Theatre  
Mr. John McIlwaine, Student Accounting  
Mr. William Paradiso, Business Office  
Dr. Dorothy Roger, Psychology (through her book, Oswego:  
Fountainhead of Teacher Education, 1961)  
Prof. Gubbi Sachidanandan, Research Information  
Dr. George Stark, Art Department  
Mr. William Tucker, Faculty-Student Association  
Mr. E. White Warner, Placement Office  
Mr. James Wassenaar, Student Housing

Principal documented sources other than College files that were used were:

1. Central New York Regional Economic Study, Phase 1, N.Y.S. Office of Planning Coordination, 1968.
2. New York State Statistical Yearbook, N.Y.S. Division of the Budget, Office of Statistical Coordination, 1970.
3. Oswego: Fountainhead of Teacher Education, Dorothy Rogers, Appleton-Century-Crofts, Inc., New York, 1961.
4. Oswego Palladium-Times
5. The Story of Oswego County, Ralph M. Faust, Palladium-Times, 1948.

**SUNY College at Oswego and Its  
Economic-Cultural Impact on the Local Economy**

Herbert Garber, Director  
Office of Institutional Research

**I. The Community in Historical Perspective (1861-1970)**

**A. Location and Character**

Oswego is located on the south shore of Lake Ontario where the Oswego River empties after draining the so-called Oswego basin. The entire finger lakes system and a good portion of the Erie Canal are contained within this basin. The locale figured importantly in the early history of America. The river has been the principle north-south transportation route for several hundred years for Indians travelling between Canada and what is now central New York; for white men in the early fur trade and in time of war; for immigrants heading to America's west; and for huge amounts of freight needing transport between New York City and Canadian and mid western American territories and states.

**B. Growth and Decline**

The city experienced a continuous growth supported by the need for shipping various raw and finished materials and, later, passengers from its settlement around 1802 until about the 1880's when a levelling and then decline set in. In consecutive order the important traffic was: salt from Syracuse (30,000 barrels in 1810), flour from Oswego's many mills (1830's through 1860's; 150 million barrels shipped in 1847), starch from corn (a then new process; 25 million pounds in 1849), lumber from local and, later, Canadian timber stands (200 million board feet handled in 1860), and uncounted numbers of immigrants who disembarked and settled nearby or continued westward from Oswego (The port was the northern and western terminal of the pre-Erie Canal route from eastern cities to the Great Lakes in the 1830's).

The Oswego Canal was first completed in 1828. Together with the Welland Canal which began operations two years later, cheap transport from American (U.S. and Canadian) mid western lands to the United States east coast and the Atlantic Ocean via the Saint Lawrence River was provided. To give some idea of what this meant economically we might consider some interesting statistics:

| <u>Contrasting Years</u> | <u>Item</u>     | <u>Value Change</u>      |
|--------------------------|-----------------|--------------------------|
| 1830 : 1836              | Canal tolls     | \$3,673.-\$53,677.       |
| 1830 : 1836              | Vessels cleared | 346 - 2,004              |
| 1830 : 1848              | Cargoes cleared | \$277,000.-\$18,166,907. |
| 1831 : 1855              | City Population | 2,117 - 16,000           |

Related to shipping, manufacturing of the vessels themselves and their components figured large in Oswego's enterprise. For example, in 1836 35 ships were under construction or completed in Oswego yards. Shipbuilding led to the manufacturing of boilers for the new interest of marine steam power. The Vulcan Iron Works opened in 1848, Kingsford Foundry and Machine Co. (an outgrowth of the Kingsford Starch Co.) began a few years later to make fire tube boilers, and Fitzgibbons Boilers for lake tugs was in business from the late 1800's until ceasing operations in 1945.

A talk with the assistant to the city mayor led to the conclusion of dreams unrealized. Each new exciting promise of sustained prosperity was followed by disappointment. Cheaper, more plentiful salt in Michigan together with depletion of the Syracuse sources reduced the early commodity flow to zero. Discriminatory charges for grain-carrying ships from Canada reduced the flour milling industry to near nothing and more plentiful corn in America's expanding mid-west attracted the starch industry to a location nearer the raw material. With local and Canadian timber stands depleted as well as the Canadian export charges on shipping to a U.S. port, the lumber traffic also declined sharply. The two blows which are still described with regret by citizens of Oswego were directed at the unique feature with which nature had seemingly insured Oswego's everlasting prosperity: water transport. Tolls on the Erie Canal were removed altogether which encouraged shippers to ship directly by barge from and to Buffalo, bypassing Oswego and Welland Canal tolls completely. The railroad builders delivered the coup de grace by continuing due west to Buffalo at Syracuse instead of diverting their main lines to Oswego.

Cheaper raw materials elsewhere together with a more direct water and rail route to eastern markets enticed away the manufacturing industries which had developed here. The high point in commerce came during the period 1868-1874 when \$1,000,000 in federal tolls and port charges were collected on Oswego cargo handling.

Continued commerce from that high point was largely dependent on heavy machinery, and, paper and pulp manufacturing until they too declined in the period between the early 1900's and fairly recent years. Some principal companies which have discontinued or severely reduced operations since the turn of the century are: Kingsford Starch, moved away around 1918; Oswego Candy employed between four and five hundred people in 1917 but employs about 25 today; Fitzgibbons Boiler Co., employed nearly 2,000 during World War II and ceased operations in 1945; Ames Iron Works, employed about 350, closed in the early 1950's; Saint Regis Pulp Co., employed around 400 skilled machine operators and closed its plant at or near the time the Ames concern discontinued operations. Concerned individuals, fearing a runaway decline in the economic future of the city mustered local investment in the pulp plant and kept it operating under a semi-public ownership arrangement until a large, private concern could be persuaded to take over. The present

Hammermill Paper Co. operation is the outgrowth of that community effort of about 15 years ago.

Larger companies which have been established in the past 30 years are: Niagara-Mohawk steam generating plant, 1939, which employs about 200; Osted Manufacturing, early 1950's employs about 100; Oswego Castings, 1955, between 125 and 150 employees; Papertronics, 1962, about 100 people; Oswego Package Boiler Co., about 1961 employs near 125 people; Alcan Aluminum (second largest employer after the SUNY College at Oswego), 1960, employs over 500 people; Nine Mile Point atomic electric generating plant of Niagara-Mohawk Power Co., 1970, employs about 65 people. The largest employer in the town and city, however, for about the last ten years has been the SUNY College whose history we will now turn to.

## II. The College in Historical Perspective (1861-1970)

### A. The Beginnings and Later Influence of Oswego

The College at Oswego has a proud history and a world-wide reputation based on the important role it played in the development of excellent teaching methods and teacher training.

Edward A. Sheldon, a well-educated florist, decided in 1848, the year the city was incorporated, that the children of the poor in Oswego should learn to read, write and figure just as did those whose parents could afford to pay tuition. Largely due to his free "Ragged School," the city consolidated all private school districts into one free public school system in 1853.

Mr. Sheldon was appointed superintendent and became dissatisfied, early, with the quality of teaching in the city schools. To solve the problem, he founded the Oswego Training School for high school graduates and conducted it as part of the city school system. Classes were conducted on Saturday mornings and after weekday school hours. In 1861 a Miss Margaret E. M. Jones was brought from England to train Sheldon and his small staff in the Pestalozzian Object Method of teaching.

The revolutionary idea that school learning should be something other than rote memorization attracted much attention, stirred several controversies but ushered in the founding of Oswego Normal School in 1863, one of the first New York State teacher training institutions. The city had acquired and renovated, at a cost of about \$25,000, the former United States Hotel for use by the Oswego Training School which building was purchased by the State for the Normal School. The State took ownership in 1867. Many additions were made to the building until the year 1888.

It served its purposes quite well thereafter and was finally razed in 1913, the year after Sheldon Hall (then called the Main building) was occupied.

The College and its philosophy of focusing on a meaningful presentation of learning materials continued to be an outstanding teacher-training institution. Its influence is noteworthy in two particular respects: The education system in Japan is to some extent based on the Oswego system, exported there by Hideo Takanine who graduated from Oswego in 1870. In fact, Professor Hideo Murayama recently returned to Kagoshima Woman's College after spending a semester in residence at the Oswego campus using source documents to complete a historical research on Japanese education. In addition, the industrial arts education department at Oswego is judged by knowledgeable individuals to be the largest and best staffed in the western hemisphere if not in the world. Its faculty are in frequent demand as consultants to industrial arts education departments in many foreign countries.

When the College became part of the SUNY system, it offered bachelors degrees in elementary and secondary education and industrial arts education.

#### 8. Growth and Changes in the College Purposes to 1970

The years 1866 to 1881 saw the College devoted to the training of elementary school teachers. In 1881, an additional one year program was added for training kindergarten teachers. In 1888 manual training was added and became a full-fledged department, the first in America, in 1892.

The two year curriculum was extended to three years in 1926; the industrial arts program was extended to four years in 1934. In the year 1942 the name of the school was changed to Oswego State Teachers College. The first Bachelor of Science in Education degrees were conferred on the 1940 graduates of the Industrial Arts Division. Two years later all four year graduates were given that degree. In 1947, authority to offer work leading to the Master of Science degree was conferred on the College.

After being joined to the State University system, the name changed twice and became the present designation in 1961. At that time, candidates for degrees in Arts and Sciences began study and the first liberal arts bachelors degrees were conferred in 1964.

In 1873, the college faculty consisted of eight people with salaries ranging from 800 to 2400 dollars a year. Students were mostly lower-middle class women from nearby towns and farms. To 1880, of the 2500 graduates, a mere ten percent were men.

By 1948, the College enrollment was 1400 with a professional staff numbering 68 who were paid an average \$3570 per year.

At that time, the College was not nearly the major force in the local economic picture which it is today. To see better what the College means economically, let us look briefly at the growth of this institution since it became part of the SUNY system.

Table I shows enrollment change from 1946 to 1969, a 400% increase. During the same period, staff, exclusive of related operations went from 93 to 1020, an increase of over 1000% (Table III).

Expenditures locally went from about \$634,000 to \$13,710,000. This is a conservative estimate based on 60% of operating budgets, 30% of construction budgets, and estimates of student expenditures off-campus for both years. This excludes expenditures from FSA and other related operations. Since 75% of the college professional staff lives in the city (from a perusal of the exchange numbers in the campus phone book) the 60% of the operating budget seems a reasonable estimator of staff salary expenditures.

The next nearest employer in terms of employees is the Aluminum Company of America which has about 650 workers mostly of the skilled and semi-skilled level. Their 1969 payroll was just under 4 million dollars which is less than half that of the College (excluding the nearly one million dollar FSA payroll) of nearly 10 million dollars (Table III).

### III. Changes in the Size, Nature, and Structure of the Community, 1950-70

The city, as many other upstate New York communities, had achieved a level population and began to show a decline by 1950. Table XIII displays the Oswego city population for 1950, 1960, and 1970. Since nearly all the College dormitories are located outside the city limits, the federal censuses of the past three decades are affected in a peculiar way by the presence of the college astride the city line. The total effect is that if from the city population shown for 1970 the total number of people directly attributable to the College were summed separately, they would equal about 3,210. Subtracting that amount from the 23,598 preliminary census figure, the city population minus the College would have been a net of 20,388; a loss of about 439 people from the 1960 count. We are assuming that each professional staff member was in a household of only two people, we are counting, singly, the 360 students who live in the one dormitory within the city, and assuming that the 310 married students who live off-campus are in households with just a bit more than one person in each we have rounded the 1935 off-campus students to an even 2000.

The decline would have been even greater since an unestimated number of jobs have been created in the city during the past ten years which are indirectly attributable to the presence of the College.

Shifts in the structure and pattern of employment in the City, town, and county are instructive to our purpose in this analysis. The NYS employment office estimates that in the early 1950's, as many as 3800 people were engaged in manufacturing industries in the town. Today, it is estimated that just a bit over 1,800 are so engaged. The personnel manager of a major

manufacturing firm pointed out that seasonal fluctuations are more apt to affect operatives and laborers than skilled trades and clerical workers. The new major industries which have developed in the past 15 years are of a kind which are more "automated" than those which they replaced (Alcan aluminum rolling mill, Niagara-Mohawk atomic energy electricity generating plant, etc.). Their jobs are probably less seasonal since they are probably more frequently of a white collar type or with a company only slightly affected by seasonal production trends. Table XV shows some of the major shifts in employment in the past decade.

Another major change has been in retail trade. It is difficult to estimate how many positions and jobs have been created during this period but some notion can be obtained from examining retail sales indices for the past three years. Table XVI shows retail sales figures which were calculated from the collections through the 2% city sales tax over that period. A \$9,000,000 and a \$6,000,000 increase in the past two years reflects an improving picture and probably represents a fairly sizeable number of new jobs as well (the \$6 million for 1970 is only a projection).

The role the College plays in the employment picture may be inferred from Table XIV. There was not time during this project to obtain overall local employment figures for the town but the steadily increasing proportion of employment by the College within Oswego County surely tells, conservatively, that the College has been the employment leader for the past ten years. According to figures published by the NYS Office of Planning Coordination on Central N. Y., July, 1968, Oswego County has shown the smallest rise (2.7% out of a regional average rise of 25.9%) in industrial property assessed evaluation of the five counties in the Standard Metropolitan Statistical Area to which it belongs. Those figures covered the period of 1957 through 1962. Improving retail sales, increasing tax roll values (from 27.6 millions in 1964 to 34.0 millions five years later), and an improved unemployment rate (about 4% in 1966 as against 9% six years before) all strongly suggest that Oswego is doing better economically than before and without its former dependence on the transportation and manufacture of both hard and soft goods. A rather definite shift to jobs requiring more education has occurred.

Added to the above evidence we find that personal income is at a high enough level so that dollars need not be spent immediately for daily needs. Time deposits in local banks (savings and interest accounts) have shown a healthy upward growth. Over the past 14 years these deposits have very nearly doubled.

Savings and Interest Account  
Amounts on Deposit as of December 31

|             |   |                |
|-------------|---|----------------|
| 1956        | - | \$30,737,847.  |
| 1961        | - | \$36,647,408.  |
| 1966        | - | \$42,264,844.  |
| 1969        | - | \$54,865,830.  |
| (May, 1970) | - | \$56,136,150.) |

Housing has become almost a daily topic of conversation. There just seems not to be enough. A leading real estate agency claims that vacancy rates currently are near zero. Two recently completed apartment complexes were fully-rented almost before the paint had dried. An informant in the city government claims he has heard complaints of exorbitant rents charged College students. In many cases, substandard living quarters appear to be jammed with tenants. This need, coupled with increasing savings probably forecasts increased residential construction activity in the next few years.

#### IV. Growth of the College as a Unit of SUNY

##### A. Economic Impact on the Community

From 1948 to 1969, the student enrollment at Oswego has quadrupled (Table I). Capital construction during that time totalled roughly \$78 million two-thirds of which (\$52 million) was very recently expended, between 1965 and 1970 (Table II).

Students come from all sections of New York State, many other States and about twenty foreign countries each year. Less than 10% of the full-time undergraduate population are from Oswego county. Of the part-time, largely graduate, students who are from within commuting distance of the College about 50% reside within 60 miles. The other half of our part-time students are commuters too but are attending off-campus classes at various centers in northern N.Y.S. Nearly all of these are in our vocational-technical education program.

The trend toward a balance between liberal arts and teacher-preparation is moving at a rapid rate. Table XVII shows that in 1969-70, the proportion of arts and sciences undergraduate degrees out of total undergraduate degrees had become .25 whereas in 1968-69 it had been but .14. Undergraduate enrollments in major fields indicates that this trend shall continue.

As shown in Table III, the operating budget has increased enormously. The comparison which indicates the extent of the College impact on the local population, the so-called "historical" community, can be observed by looking at ratios between professional and non-professional payrolls over the past 21 years. The non-professional staff payroll of \$37,310 in 1947-48 was only .13 of the total whereas in 1969-70, the \$2,651,810 non-professional payroll was twice as great: .26. The number of people involved was nearly 20 times greater this past year than it had been in 1948. As an employer, the College has in some measure, been able to take up the slack created by the closing of various job opportunities in the community.

Another source of induced economic benefit has been student off-campus expenditures. Table IV shows that student spending has probably quadrupled in the past 15 years. This spending, currently at a rate of nearly \$4 million a year, is almost 10% of total retail sales in Oswego (Table XVI).

The College itself is a substantial consumer in the local economy. Of the total capital construction expenditure in the past ten years of over \$70 million (Table II), the College Facilities Coordinator estimates that 3.5% goes for local salaries and wages. This means over \$2 million a year, on the average was contributed to local earnings from the construction expenditures.

Supplies and services purchased locally (Oswego county) went from about \$163,100 in 1964-65 to \$220,300 in 1969-70. This includes water and sewage payments and local purchases by FSA and the College Purchasing office.

The FSA purchasing pattern has shown a change which indicates an increased ability of local merchants to do business with the Association. Local purchase percentages have increased from 4% in 1960 to 11% in the year just ended. One hundred seven thousand three hundred forty-six dollars (\$107,346) was spent locally this year out of a total supply and expense budget of \$895,444.

The Alumni Association has added very little to local economic conditions. The Association is barely self-sustaining from its membership dues. However, a fund drive in 1969-70 yielded donations totaling \$4,460 which were used for a bequest.

Additional sources of funds from agencies other than the State and the State itself also contribute to local spending in some degree.

The SUNY Research Foundation has granted to Oswego an ever-increasing amount each year for scholarly activities by faculty. The greater portion goes for salaries but some part is for supplies, equipment and other expenses. In addition, federal money received for faculty research in the past two years has totalled over \$700,000 (Tables VI and X).

The Oswego Area Council for Educational Development is a study council which has been in existence since 1967. It is dedicated to improving, through cooperation, the quality of education for school districts in the area near the College. Table VII shows the budgets and number of staff for the three years of operation of the OACED. The College contributes part-time staff and overhead items to the functioning of the Council. Its activities are considered a definite asset to the school, people, staff and students, and the college personnel who participate. A spin-off educational-economic benefit not shown in the table is the increase in workshop activity among people in the involved school systems.

Workshops held on campus, usually during the summer session, are another means for importing money to the Oswego scene. Table XII shows the amounts received in the support of such activity. Not shown are the sizeable number of short courses, seminars, conferences, and workshops for which fees are collected directly from the participants. A survey of this past year's activity in

this sphere shows that a total of \$73,168. was collected from participants themselves. How much money they left in the community from being here is hard to estimate but is certain to have had an impact. All told, 3,513 people participated in 29 such activities which ran from as few as 3 $\frac{1}{4}$  to as many as 150 hours each.

Federal and state funds have been imported to Oswego in the form of loans, grants, and work-study wages for students. Table VIII shows that such funds have increased 721% in the years between 1959 and 1969. The federal portion reached over  $\frac{1}{2}$  million dollars in 1969-70. The total federal infusion into the College for 1969-70 was \$929,553.

Private scholarships are not usually tabulated by our financial aids and student fees offices since their operation does not necessarily interrogate all students about their sources of college financing. However, two recent studies, which yielded conservative estimates, showed that private scholarship money is probably increasing steadily along with increased college enrollments (Table XI).

#### B. Cultural Impact on the Community

It would require a major socio-economic research in itself to measure with some validity the more subtle effects a large, growing college has on the town or city in which it is located.

Some general even though inadequate idea of the public service activities of the departments devoted to the performing and plastic arts may be obtained by reading the memoranda provided by the College's Art, Music, and Speech and Theatre departments. These have been attached and are labelled Appendices A, B, and C.

#### V. Conclusion

This study has many shortcomings due mainly to lack of time and in large part, to less than minimum skills in the highly specialized techniques required for a study of this scope.

However, some salient facts about the effects this college has had on this community are quite plainly evident:

In the past 15 years

1. Enrollment has more than quadrupled (1400 to 5815, FTE).
2. Value of plant has gone from \$35,000,000. to nearly \$87,000,000.
3. Operating budget has increased from \$800,500 to nearly \$14. million.
4. Student expenditures in the city and town has grown from \$782,000 to \$3,824,000.

5. Part of the other expenditures associated with the College have increased \$291,700 to nearly \$2 million (\$1,870,000).
6. Total expenditures have gone up 15 times in this period: from \$2,331,500 in 1954-55 to \$31,100,000 the year just ended.

If the College were not here, the population in the city would almost certainly have continued its decline and might by this time have returned to some number reflective of its earlier history, perhaps to as few as 18,200.

Employment in the county would be lowered by nearly 10%. This percentage would include the nearly 800 non-professional people most of whom were original residents of the area.

Retail sales from goods and services of \$42 million dollars would have been lower by about \$2 million merely from College and student local expenditures. This does not take into account the spending engaged in by imported professional and non-professional staff, conference attendees, and the property taxes collected from imported staff.

Generated business in retail trade under the above influences cannot be estimated from this crude analysis but must be substantial.

The upgrading of skills of nearby teachers and other salaried and wage earning people also has been influential. How much, is hard to assess.

All in all, the SUNY College at Oswego quite definitely has aided the community to avoid further decline and economic strain. It had played a minor role in the city's growth for over 100 years. It has assumed a major role in the local economy during the past decade.

How poetic that from a desire to see ragged little children learn to read and write, E. A. Sheldon, turned from the cultivation of flowers to a cultivation which has sustained and even now accelerates his home city on its future economic course.

SUNY COLLEGE AT OSWEGO  
HERBERT GABER - INSTITUTIONAL RESEARCH

TABLE 1

ENROLLMENT AT STATE UNIVERSITY COLLEGE  
AT OSWEGO FOR SELECTED YEARS

| <u>Academic Year</u> | <u>Enrollment*</u> | <u>Summer Session</u> |
|----------------------|--------------------|-----------------------|
| 1948-49              | 1400               | 762 (1948)            |
| 1954-55              | 1252               | 771 (1954)            |
| 1959-60              | 2363               | 1219 (1959)           |
| 1964-65              | 3676               | 1724 (1964)           |
| 1969-70              | 5815               | 2649 (1969)           |

\* Full-time equivalent

SUNY COLLEGE AT OSWEGO  
HERBERT GARNER - INSTITUTIONAL RESEARCH

TABLE II: CAPITAL CONSTRUCTION  
EXPENDITURES WITHIN TIME INTERVALS

| <u>YEARS</u> | <u>COST (Then Current Dollars)</u> |
|--------------|------------------------------------|
| 1865-1900    | 26,000, plus                       |
| 1900-1933    | 770,000 (Very rough estimate)      |
| 1933-1955    | 2,291,900 (estimate)               |
| 1955-1959    | 4,490,000                          |
| 1960-1965    | 19,086,000                         |
| 1965-1970    | 51,739,639                         |
| TOTAL        | 78,403,539                         |

SUNY COLLEGE AT OSVEGO  
HERBERT GARDER - INSTITUTIONAL RESEARCH

TABLE III: OPERATING BUDGET FOR SELECTED YEARS

|         | Professional | Non-Prof | \$ Professionals | \$ Non-Prof. | Total Payroll | Supplies & Equipment | Operating Budget |
|---------|--------------|----------|------------------|--------------|---------------|----------------------|------------------|
| 1947-48 | 68           | 25       | 240,500          | 37,310       | 277,810       | 55,950*              | 333,760          |
| 1954-55 | 113          | 59       | 545,837          | 141,109      | 686,946       | 113,490*             | 800,436          |
| 1959-60 | 173          | 93       | 1,230,909        | 346,357      | 1,577,266     | 211,900*             | 1,789,166        |
| 1964-65 | 352          | 163      | 3,070,240        | 767,560      | 3,837,800     | 738,989*             | 4,576,789        |
| 1969-70 | 568          | 452      | 7,101,559        | 2,651,810    | 9,981,803**   | 3,994,566            | 13,976,369       |

\* Excluding food service

\*\* Including temporary service

SUNY COLLEGE AT OSWEGO  
HERBERT GARBER - INSTITUTIONAL RESEARCH

TABLE IV

## STUDENT EXPENDITURES FOR SELECTED YEARS

ESTIMATED EXPENDITURES NOT PAID TO THE COLLEGE  
OR ITS AGENCIES (e.g. FSA) FOR ON-CAMPUS AND  
OFF-CAMPUS STUDENTS

| ON-CAMPUS |                    |                                         | OFF-CAMPUS         |                                         |                                          |
|-----------|--------------------|-----------------------------------------|--------------------|-----------------------------------------|------------------------------------------|
|           | No. of<br>Students | Expend.<br>per<br>student<br>per year** |                    | Expend.<br>per<br>student<br>per year** | Estimated<br>Total<br>Spent in<br>Oswego |
| 1954-55   | 365                | 320.50                                  | M*: 133<br>S*: 700 | 1130.<br>780.                           | 701,794.                                 |
| 1959-60   | 1070               | 364.50                                  | M: 192<br>S: 1006  | 1264.<br>875.                           | 1,512,953.                               |
| 1964-65   | 1934               | 405.00                                  | M: 268<br>S: 1407  | 1404.<br>972.                           | 2,527,146.                               |
| 1969-70   | 3524               | 450.00                                  | M: 310<br>S: 1625  | 1560.<br>1080.                          | 3,824,400.                               |

\* M= Married  
S= Single

\*\* Per student expenditures estimated  
from casual inquiry (independent)  
of various students and administrators  
who were on campus during early  
August, 1970

Average rate for years before  
1969 estimated by subtracting 10%  
from later year's rate.

SUNY COLLEGE AT OSWEGO  
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TABLE V

EXPENDITURES FOR SELECTED YEARS, FSA,  
SALARIES, AND SUPPLIES AND EXPENSES

|         | <u>Current Dollars</u> | <u>No. Employed</u> |
|---------|------------------------|---------------------|
| 1954-55 | 291,729.               | 46                  |
| 1959-60 | 742,838.               | 87                  |
| 1964-65 | 1,722,402.             | 161                 |
| 1969-70 | 1,880,000.             | 271                 |

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TABLE VI: FUNDS RECEIVED FROM THE  
RESEARCH FOUNDATION OF SUNY FOR SELECTED YEARS

| <u>Year</u> | <u>NYS<br/>Research<br/>Funds</u> | <u>Year</u> | <u>Non NYS<br/>Funds*</u> |
|-------------|-----------------------------------|-------------|---------------------------|
| 1965        | 11,800                            | 1954-55     |                           |
| 1966        | 27,987                            | 1959-60     |                           |
| 1967        | 27,650                            | 1964-65     |                           |
| 1968        | 31,499                            | 1969-70     | 401,021.                  |
| 1969        | 40,943                            |             |                           |

\* Comptroller of SUNY Research Foundation  
will attempt to retrieve for us, 8/14/70

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TABLE VII: STAFF AND BUDGET FOR THE  
OSWEGO AREA COUNCIL FOR EDUCATIONAL  
DEVELOPMENT\*

|         | <u>No. Staff</u> | <u>Budget</u> |
|---------|------------------|---------------|
| 1967-68 | 2                | 17,500        |
| 1968-69 | 3                | 16,129        |
| 1969    | 4                | 12,195        |

\* Funded principally by participating  
school districts

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TABLE VIII: STUDENT FINANCIAL AID

| Source  | NDSL                     | WORK STUDY               | EOG             | EOP         | TOTAL    |
|---------|--------------------------|--------------------------|-----------------|-------------|----------|
|         | 90% Federal<br>10% State | 80% Federal<br>20% State | 100%<br>Federal | 100%<br>NYS |          |
| 1959-60 | 79,340.                  | 0                        | 0               | 0           | 79,340.  |
| 1964-65 | 413,101.                 | 1,984.                   | 0               | 0           | 415,084. |
| 1969-70 | 348,626.                 | 110,000.                 | 126,769.        | 66,500.     | 651,895. |

TABLE IX: STUDENT FINANCIAL  
AID - FEDERAL ONLY

|         | NDSL     | WORK STUDY | EOG      | TOTAL    |
|---------|----------|------------|----------|----------|
| 1959-60 | 71,406.  | 0          | 0        | 71,406.  |
| 1964-65 | 371,791. | 1,587.     | 0        | 373,378. |
| 1969-70 | 313,763. | 88,000.    | 126,769. | 528,532. |

973,316.

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TABLE X: FEDERALLY FUNDED PROJECTS

|      | <u>Recipients</u> | <u>Funds</u>   |
|------|-------------------|----------------|
| 1968 | 9                 | 85,095.        |
| 1969 | 16                | 207,796.       |
| 1970 | 14                | 401,021.       |
| 1971 | 8                 | <u>36,720.</u> |
|      | TOTAL             | 730,632.       |

\* Projects currently underway with  
1971 completion dates.

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TABLE XI

## REPORTED PRIVATE SCHOLARSHIPS\*

|         |         |
|---------|---------|
| 1966-67 | 40,200. |
| 1969-70 | 65,000. |

\* Conservative estimates

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TABLE XII: AGGREGATE EXPENDITURES OF  
THE COLLEGE FOR SELECTED YEARS

|                                                 | 1954-55           | 1959-60           | 1964-65            | 1969-70            |
|-------------------------------------------------|-------------------|-------------------|--------------------|--------------------|
| <u>Capital Construction</u>                     | 457,496.          | 1,494,000.        | 3,455,800.         | 10,347,927.        |
| <u>Operating Budget</u>                         | 800,436.          | 1,789,166.        | 4,576,789.         | 13,976,369.        |
| <u>Supplies &amp; Equip.</u>                    | 113,450.          | 211,900.          | 738,989.           | 3,594,566.         |
| <u>Payroll</u>                                  | 686,946.          | 1,577,266.        | 3,837,800.         | 9,981,803.**       |
| <u>Student Expende.****</u>                     | 781,754.          | 1,512,953.        | 2,527,146.         | 3,824,400.         |
| <u>Agencies Associated<br/>with the College</u> |                   |                   |                    |                    |
| <u>FIA</u>                                      | 291,729.          | 742,838.          | 1,722,402.         | 1,870,000.         |
| <u>Alumni</u>                                   | 0                 | 0                 | 0                  | 4,460.             |
| <u>Other</u>                                    | ?                 | ?                 | ?                  | ?                  |
| <u>Additional Sources</u>                       |                   |                   |                    |                    |
| <u>Research Fund. SUNY</u>                      | @                 | @                 | @                  | 40,941.            |
| <u>Oswego Area C.E.D.</u>                       | 0                 | 0                 | 0                  | 12,155.            |
| <u>Reported Private Schlrs.</u>                 | ?                 | ?                 | ?                  | 52,200.*           |
| <u>Student Financial Aid</u>                    | 0                 | 79,340.           | 415,084.           | 651,895.           |
| <u>Federally-Funded Projs.</u>                  | @                 | @                 | @                  | 304,408.***        |
| <u>NYS Funded Workshops</u>                     | ?                 | 24,575.           | 15,500.            | 15,350.            |
| <b>TOTAL</b>                                    | <b>2,331,455.</b> | <b>5,642,872.</b> | <b>12,712,721.</b> | <b>31,100,147.</b> |

\* Average of previous five years, approximately.

\*\* Including temporary service.

\*\*\* Average of two years, 1969 and 1970.

\*\*\*\* Rough estimates - See Table IV footnotes.

? Nature of operation within the College precludes retrieving such data meaningfully.

@ see footnote Table VI.

SUNY COLLEGE AT OSWEGO  
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TABLE XIII: POPULATION, CITY OF  
OSWEGO FOR SELECTED YEARS

|      | Total Including<br>OFF-CAMPUS<br><u>Students</u> | OFF-CAMPUS<br><u>Students</u> | Professional<br>Staff in City | Oswego Population<br>w/o Prof. Staff<br><u>and Students</u> |
|------|--------------------------------------------------|-------------------------------|-------------------------------|-------------------------------------------------------------|
| 1950 | 22,647                                           | 1400                          | 56**                          | 21,191                                                      |
| 1960 | 22,155                                           | 1198                          | 130                           | 20,827                                                      |
| 1970 | 23,598*                                          | 1935                          | 426***                        | 21,237                                                      |

\* Preliminary census report

\*\* Approximate

\*\*\* Very conservative because families are counted as a unit here.  
Non-college family members would probably double or triple this figure.

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TABLE XIV: EMPLOYMENT IN OSWEGO  
COUNTY FOR SELECTED YEARS COMPARED  
TO COLLEGE EMPLOYMENT

|      | <u>County*</u> | <u>College</u> | <u>% of College<br/>to County</u> |
|------|----------------|----------------|-----------------------------------|
| 1960 | 13,879         | 353            | 2%                                |
| 1965 | 14,232         | 676            | 4%                                |
| 1968 | 15,057         | 1291           | 8%                                |

\* NYS Statistical Yearbook

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TABLE XV: SELECTED MAJOR EMPLOYERS  
IN OSWEGO IN 1960 AND 1970 AND CHANGE  
IN EMPLOYMENT IN MANUFACTURING

| <u>Company</u>            | <u>1960</u> | <u>1970</u> |
|---------------------------|-------------|-------------|
| Marathon Paper            | 650         | 0           |
| Niagara-Mohawk            | 200         | 265         |
| Breneman (textile)        | 165         | 165         |
| Columbia Mills (textile)  | 270         | 260         |
| Cyclotherm (boiler)       | 120         | 120         |
| Alcan (Aluminum)          | 0           | 650         |
| Hammermill (paper)        | 0           | 100         |
| Total Employees in mnfg.* | 1800        | 1800+       |

\* Estimate from NYS Employment Service.  
Mr. Fleming states that during Korean War  
about 3800 were employed in Oswego manufacturing.

TABLE XVI: RETAIL SALES IN OSWEGO  
DURING PAST THREE YEARS (FROM SALES  
TAX RETURNS TO CITY BY NYS)

|      | <u>Sales</u> | <u>% increase</u> |
|------|--------------|-------------------|
| 1970 | 42,000,000   | 16%               |
| 1969 | 36,000,000   | 31%               |
| 1968 | 27,425,000   |                   |

SUNY COLLEGE AT OSWEGO  
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TABLE XVII: CHANGES IN DEGREES GRANTED  
OVER A THREE-YEAR PERIOD

|      | UNDERGRADUATE |                    |         |                    | GRADUATE    |                    |         |                    |
|------|---------------|--------------------|---------|--------------------|-------------|--------------------|---------|--------------------|
|      | Teacher Ed.   |                    | A & S   |                    | Teacher Ed. |                    | A & S   |                    |
|      | # Progs       | # Degr.<br>Granted | # Progs | # Degr.<br>Granted | # Progs     | # Degr.<br>Granted | # Progs | # Degr.<br>Granted |
| 1968 | 14            | 770                | 23      | 127                | 16          | 83                 | 5       | 5                  |
| 1969 | 14            | 765                | 24      | 178                | 16          | 122                | 5       | 7                  |
| 1970 | 14            | 844                | 25      | 288                | 17          | 122                | 6       | 12                 |

July 27, 1970

## MEMORANDUM

To: Dr. Herbert Garber  
From: Dr. George K. Stark

The Art Department at SUCO has had some cultural impact on the community of Oswego.

The greatest effects have been noticed with the two following groups:

1. Oswego Art Guild
2. Board of Education - Supervisor of Art

The Art Faculty have cooperated with the Art Guild in offering general advisement, lectures, exhibits and supplying some teachers and officers. The numerous faculty involved have also been a fine inspirational source to the amateur artists. We have also cooperated closely with the local art teachers and hold a yearly conference for county high school art teachers and students to acquaint them with art department college life. There has been considerable cultural impact through the college educational course offerings to teachers, art teachers and thence to the children of the community. These two effects are long term in evolution.

Tyler Hall Art Gallery at SUCO prides itself for the excellence of the changing exhibitions offered to the college and local community. Though the community attendance has been somewhat more limited than expected, the addition of a professional gallery director should overcome some of the previous problems of public relations and media coverage.

Local businesses have recently become aware of the importance of using more art in or on the business premises. Succinctly, the community is becoming more aware of, and perceptive to, art as a direct result of art activity on the campus.

This latter point has become especially evident as the college administration and staff have placed a greater emphasis on environmental design and ecology.

Some of the staff artist-teachers have sold their works in increasing numbers, again pointing up a growing knowledge and concern. As more funds become available to the community citizens, art department, and Tyler Gallery a prediction could be made that is highly optimistic for further impact of great social significance.

THE CULTURAL IMPACT OF THE SPEECH AND THEATRE DEPARTMENT  
ON OSWEGO AND ENVIRONS

July 23, 1970

A Speech and Theatre Department situated as this one is here at Oswego, has a unique opportunity to provide cultural enrichment to the surrounding community. In the first place, the Theatre Department, by presenting between four and six major productions a year, affords people an opportunity to see professional productions in a professional setting unequalled, in some instances, even on Broadway. These productions are not only professionally acted, designed and produced, but they also offer an unusual variety of theatre ranging all the way from the popular musical to Shakespeare. The Children's Theatre also presents professional productions for the young people's audience. The Children's Theatre as it is presently constituted is also unique in that the actors are all children ranging in ages from 8 through the early high school years. Approximately 50 children from the surrounding area participate in the productions and hundreds see them.

During the 1969-70 academic year, the Oswego theatre department presented seven productions which ran for an average of five performances each. Average attendance for each production was 1557. It is estimated that one third of each audience comes from the community and environs. Therefore, we can estimate that about 525 people not attached to the college enjoyed a theatrical production on each of seven occasions during the academic year.

Storytelling is a course offered in the Speech and Theatre discipline. Members of the class go out into schools in the community and the surrounding area and work with children in the elementary grades. This service has been widely acclaimed and is now oversubscribed.

The SUCO debate team is nationally known and provides a stimulating and intellectually satisfying exercise for the local audience when it is at home.

The SUCO radio station WRVO, which is directed by a member of the Speech and Theatre staff, provides the only educational radio outlet in the area. The variety of its programming -- all the way from contemporary music to the classics and including discussions, readings, news analysis, etc. -- is also unique to the area. It is estimated that the off-campus listening audience is about 25% of the 5,000 total audience or, about, 1250 people in the community.

In addition to all of this, the Speech and Theatre Department offers two unusual programs for high school students. Each spring a High School Drama Festival is held which attracts between 400 and 500 students from high schools all over New York. The students bring

plays and perform them here, they are evaluated by professional adjudicators and they have an opportunity to discuss their performances individually with members of the professional Theatre staff. Workshops are held in all areas of theatrical production and a featured speaker rounds out a full day of theatrical experience for these students. Each summer an Institute in Debate and Extemporaneous Speaking is held. High school students come from all over the country to participate in this activity.

These are the major areas of influence upon the community which are believed to be important by the faculty and students of the Speech and Theatre Department. However, we feel sure that there are many other ways both subtle and profound in which the influence of our department is felt. It is our hope and our purpose to keep this influence ever growing and expanding.

Dr. J. F. Kingston  
Lept. of Speech and  
Theatre

July 24, 1970

To: Dr. H. Garber  
From: Dr. M. O. Boyd

The Music Department of the State University College at Oswego provides numerous cultural opportunities for residents of Oswego and immediate environs.

Events readily available to the general public are recitals by a number of faculty members, (voice, violin, viola, cello, piano, trumpet, and various ensembles), concerts by college musical organizations (mixed choir, men's glee club, women's choir, madrigal society, orchestra, band, and jazz and rock ensembles), and concerts by famous artists brought by the Concert Assembly Committee, on which there is music department representation. Last spring this department acted as host for the State University of New York Choral Festival; these concerts were open to the public. Student productions of Broadway musicals are presented annually in conjunction with the Speech and Theatre Department. Cast members and orchestral players during the summer session may be recruited from the community as well as the college. This August there is to be a string conference on campus, which will bring several famed string teachers and numerous students.

During the academic year college musical organizations make many tours, giving concerts in schools in the immediate vicinity as well as farther away.

Faculty members are active in the community by singing or playing for church and civic functions. One faculty member presented a series of TV programs on music for children on a commercial Syracuse channel and others have acted as adjudicators for music contests.

The college acts as a resource for community residents interested in music by allowing them to take or audit courses in music or to use books or scores in the library for reference. College students of the community who are admitted to this school have two choices of music curricula - liberal arts or music concentration in the elementary education program.